Developing Performance Measures Tools and Predictive Models for Personnel Management

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The need for better measures

- Current measures
  - Do not drive performance to an established target/goal.
  - Are not tied to key internal processes.
  - Do not tie policies to return on investment.
  - Do not drive decision making based on future requirements.
- Current processes need to be improved.
  - Non-uniform approach by community managers to gather and analyze data related to community management to arrive at force shaping decisions.
  - Labor intensive process to model or forecast. Limited capabilities.
  - No common, authoritative data source.
  - Reports not readily available.

# Performance Measures: Ideal Characteristics

- BSC Consultants* and authoritative references provide general guidance:
  - Quantitative
  - Easily understood
  - Source data accessible
  - Frequently updated
  - Common definition
  - Can be influenced
  - Mixture of Lead and Lag

  Paul Niven, Primerus Consulting

- N13 measures need to:
  - Measure performance of N13 processes in relation to contributing to the personnel supply chain (getting the right person to the fleet…).
  - Provide Return on Investment of our policies.
    - Highlight the cause and effect relationship.
    - Emphasize the cost of our policies.
  - Tell us where we are going.
  - Be real time and visible to all levels of the command for decision making

Heading in the right direction: Cascading NMAPS

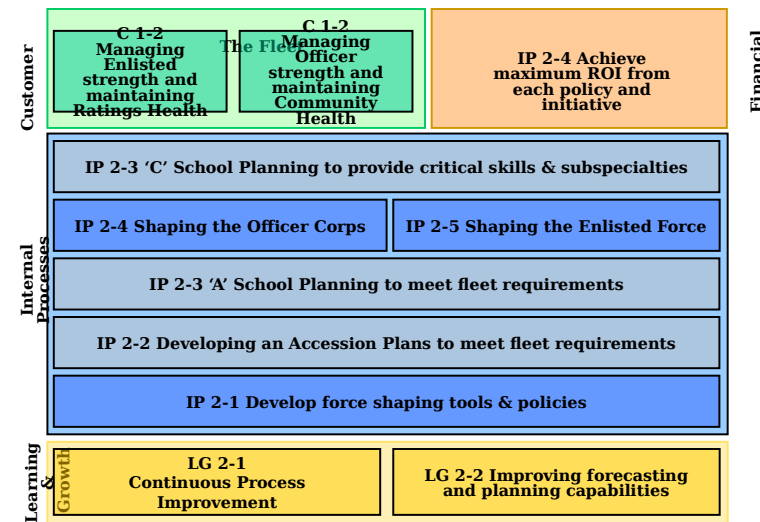## Navy HR Strategy: *Mission First...Sailors Always*
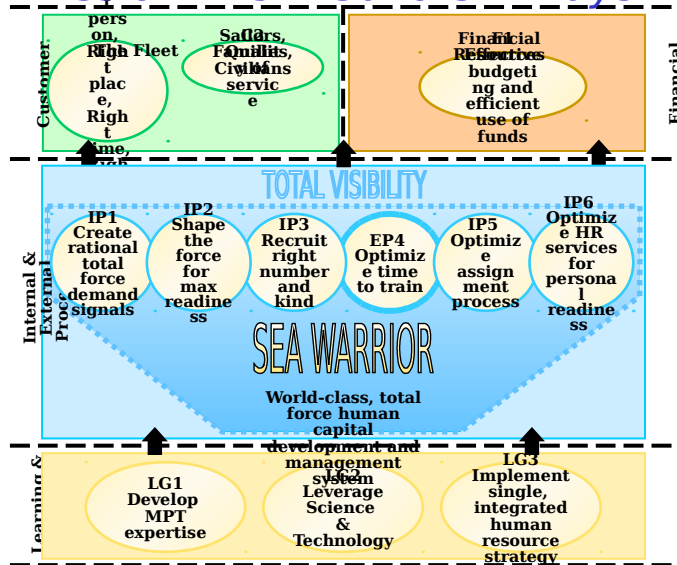
- ✓ Developed CNP Strategy Map and performance measures.
- ✓ Identified CNP Objectives that are influenced by N13 processes.
- → Develop N13 objectives and performance measures to support CNP Objectives using a Supply Management metaphor.
- Develop and improve our modeling capability

N13 Cascade Map

N13 Processes in Force Shaping

IP1
Create rational total force demand signals

IP2
Shape the force for max readiness

IP3
Recruit right number/kind

IP5
Optimize Assignments Process

- Monitor billets to protect community health (N131 / N132 / N133).
- MCRB facilitation (N131)

- Training Quota Management (N132E)
- Strength Planning (N131 / N132C)
- Officer and Enlisted Community Management (N131 / N132 / N133)
    - Accession planning
    - Monitoring Retention and applying incentives where needed.
    - Promotion /Advancement planning -Separation planning, applying incentives where needed.
- Designing and administering compensation tools (N130)
- Promote diversity and right gender mix (N131 / N132 / N133)

- Design and implement enlistment incentives (N130)
- Develop accession plan, including goals, quality and mix (N131 / N132 / N132C / N133)
- Training Quota Management (N132E)

- Design dynamic and market based tools (N130)
- Maintain existing incentive programs (N130 / N131 / N132 / N133)
- Career Path Management (including Sea-Shore Rotation for enlisted) (N131 / N132 / N133)
- Ensure the right inventory and training level for our ratings and officer communities for detailers to detail (N131 / N132 / N133)

- 20 performance measures identified to date
  - All tied to the supply chain model
  - All linked to the CNP Strategy Map
  - 4 provide policy ROI
  - 5 provide feedback on effect of policies on supply chain process
- 5 processes remain for performance measure development.

I13 Objective/Metric Map

CUSTOMER PERSPECTIVE

N1 Corporate Objectives	N13 Objective	Metric
C1 Right person, Right place, Right time, Right number	IP5 Managing Officer and enlisted strength and maintaining Community Health	Strength (Monthly/Manual) Manning/Fit (Monthly/Auto)

FINANCIAL PERSPECTIVE

N1 Corporate Objectives	N13 Objective	Metric
IP2 Shape the Force for Max Readiness IP5 Optimize Assignment Process	IP4 Achieve maximum ROI from each policy and initiative	AIP Application Rate (Monthly/Manual) AIP Manning Level (Monthly/Manual) AIP Effectiveness (Monthly/Manual) *Being developed*

LEARNING & GROWTH PERSPECTIVE

N1 Corporate Objectives	N13	Metric
LG1 Develop MPT Expertise	Continuous Process Improvement	*Being developed*
LG2 Leverage Science & Technology	Improving forecasting and planning capabilities	

I13 Objective/Metric Map

INTERNAL PROCESS PERSPECTIVE

N1 Corporate Objectives	N13 Objective	Metric
IP2 Shape the Force for Max Readiness	IP Develop force shaping tools & policies	Initiative status (Monthly/Manual)
IP2 Shape the Force for Max Readiness IP3 Recruit Right Number/Right Kind	IP Developing an Accession Plans to meet fleet requirements	*Being developed*
IP2 Shape the Force for Max Readiness EP4 Optimize Training Process	IP 'A' School planning to meet fleet requirements	*Being developed*
IP2 Shape the Force for Max Readiness	IP Shaping the Officer Corps and Enlisted Force	FIT (Monthly/Manual) LOS Profile (Monthly/??) Paygrade Pyramid (Monthly/Manual) Accessions Status (Monthly/Manual) Retention by Zone vs. requirement (w/ SRB) (Monthly/Manual) Subspecialty goals vs. actual (Officer); Critical NEC Strength (Enlisted) (Monthly/Manual) Promotion Plan-Opportunity/Flowpoint (Annual/Manual) Sea Inv vs BA; Shore Inv vs BA (Monthly/Manual) IRAD (Monthly/Manual) PTS SRB *Being developed*
IP2 Shape the Force for Max Readiness EP4 Optimize Training Process	IP 'C' School planning to provide criticla skills & subspecialties	

Developing better models

- Simultaneous effort by N13T in conjunction with NMAPS
  - Economic projections for retention, including modeling capability
  - Inventory forecasts
  - Modeling by various dimensions
    - Enlisted/Officer Community
    - LOS profiles
    - Paygrade
    - Sea-Shore component

Challenges in developing meaningful performance metrics

- Stepping outside of the box to develop more measures tied to ROI and the supply chain processes.
    - Understanding the internal processes within N13 and where we add value to the supply chain process.
    - Identifying "input" and "output" in the policy arena.
- Understanding the supply chain to develop better lead measures.
- Identifying the authoritative data source.
    - Data quality
    - Reducing reliance on legacy systems or data sources that don't feed the data warehouse.

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